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Effects Based Operations (EBO)
And
Operational Net Assessment (ONA)
In
The Collaborative Environment
AT USEUCOM

Presented by:
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ONA Supervisor
For 7 March Joint Theater Knowledge Management 2005 C

Agenda

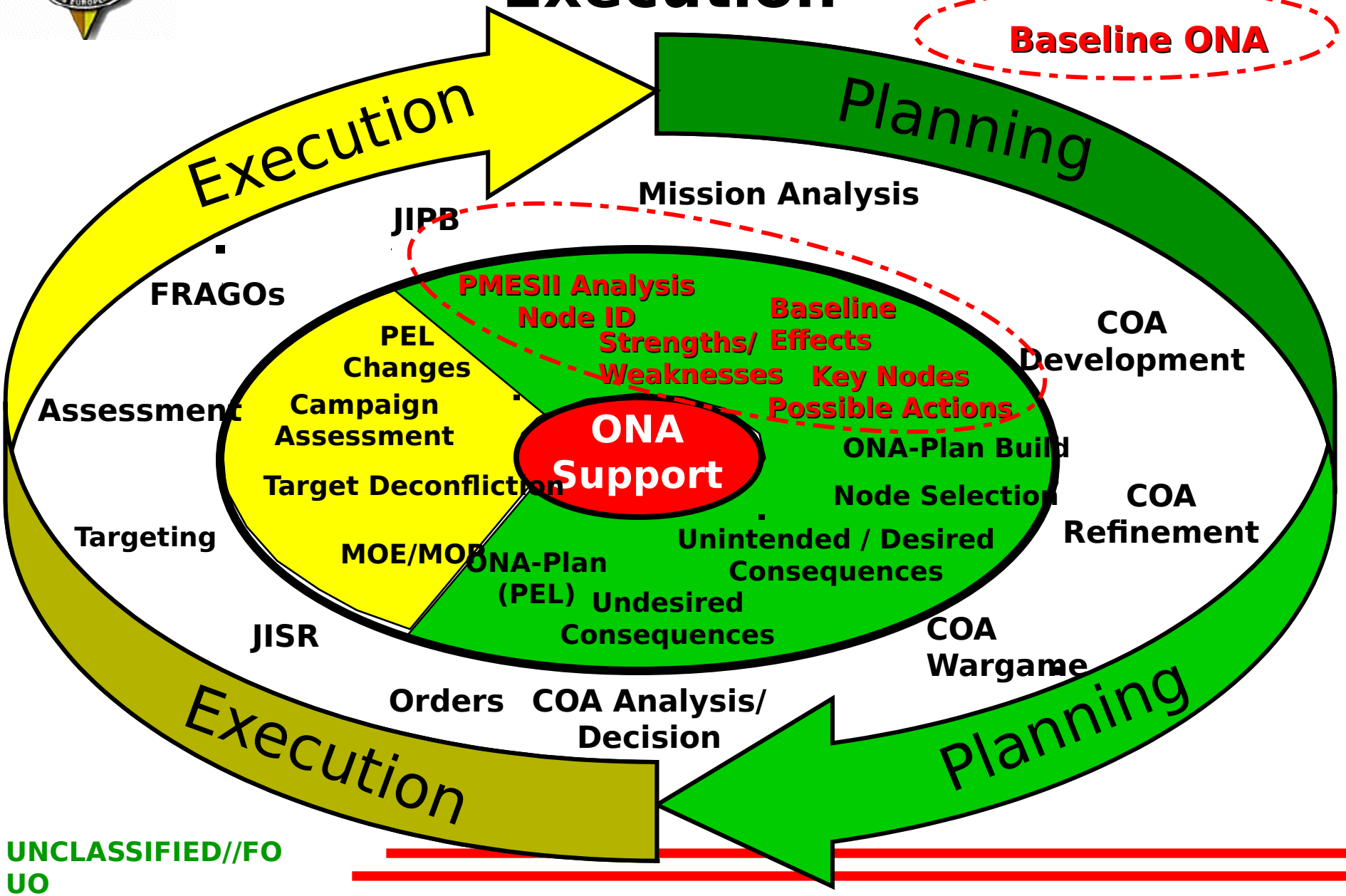
- What is EBO/ONA?
- Why We're Doing It
- How We're Doing It
- Where We Are In the Process
- Knowledge Collaboration
- Way Ahead

What are EBP/O and ONA?

- The Goal: Effects-Based Plans & Operations (EFB/O)
  - Systems-based approach
  - Focus on “adversary” behavior, not just capabilities
  - Focus resources; integrate elements of national power

- The Methodology: Operational Net Assessment (ONA)
  - Process, people, applications to drive effects-based planning
  - Enabling database of pre-analyzed, synthesized knowledge based on expert input
  - Knowledge used to produce a range of options (using ONA Planning Tool) for precise application of national power
  - Identification of unintended consequences to support planning and decision-making

ONA in Planning and Execution

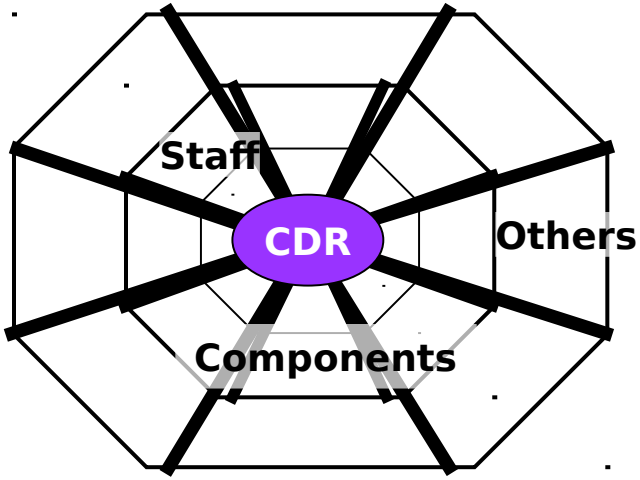


Why Are We Doing It?

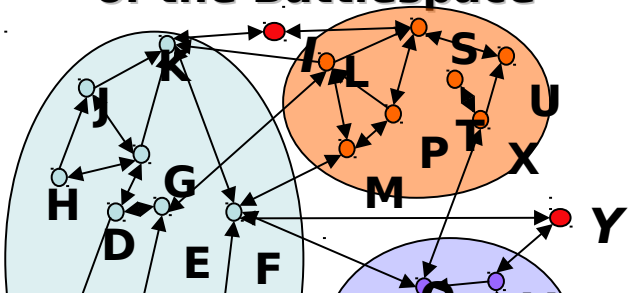
- **DPG 04-09 – "Each Regional Combatant Commander (RCC) will establish a SJFHQs by FY2005 reflecting standards established by Joint Forces Command and incorporating lessons learned from Millennium Challenge 02."**
- **Incorporates transformational approaches**
  - **Distributed collaborative planning**
    - **Connects HQ, components and sub-components, agencies, CoEs**
    - **To link with multinational partners**
  - **Inclusive environment**
    - **No longer share information by exception— "need to know" basis**
    - **Information is withheld by exception**
  - **Vertical, distributed effects-based planning**
    - **Focus on effects (new way to think, new language)**
    - **Simultaneous rather than sequential**

Four Components CIE, ONA, EBO, SJFHQ

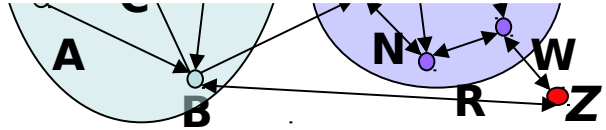
Collaborative Information Environment



Systems Understanding of the Battlespace



Operational Net Assessment

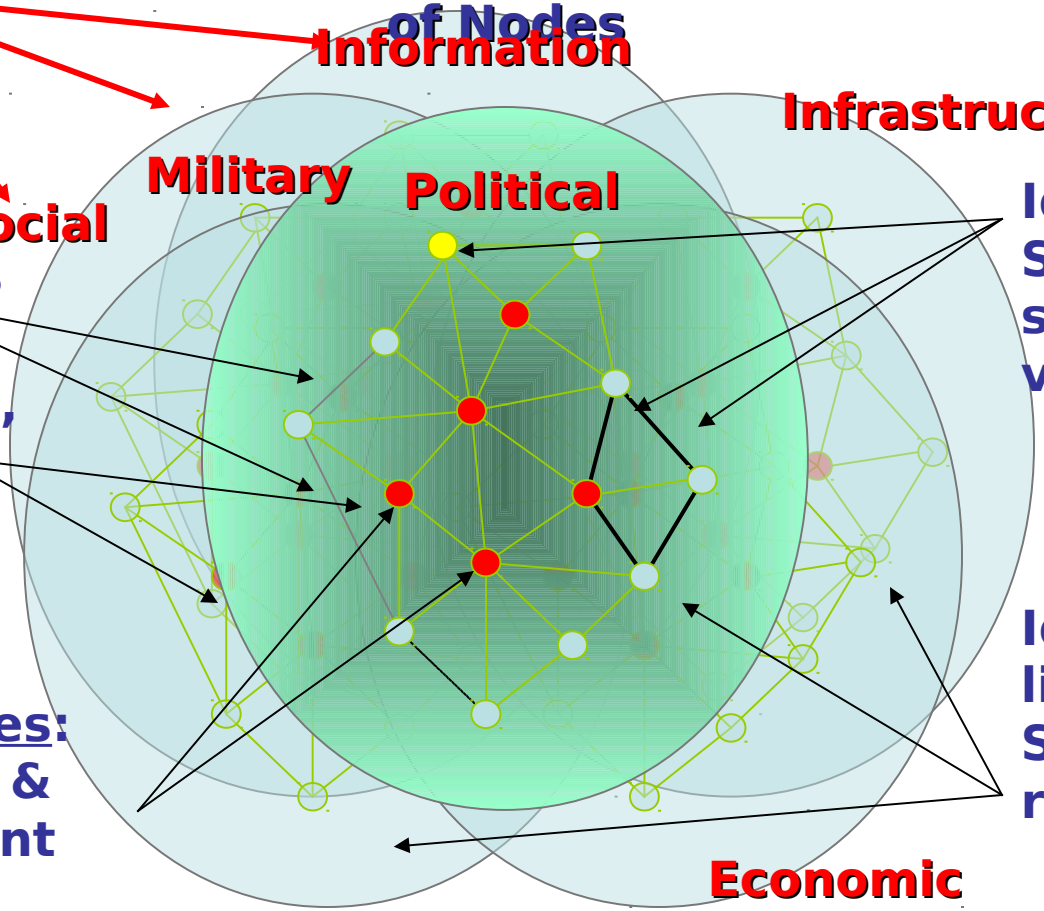


Effect-Based Planning and Operations

SJFHQ

P-M-E-S-I-I: Understanding the Focus Area (SOSA Performs)

Holistic analysis of the systems' behaviors & capabilities, based on integrated PMESII System research, identification and linking of Nodes



Linked nodes

Nodes: people, places, things (leverage for national elements of power)

Key nodes: Multiple & significant links

Identify System strengths & vulnerabilities

Identify and link inter-Systems relationships

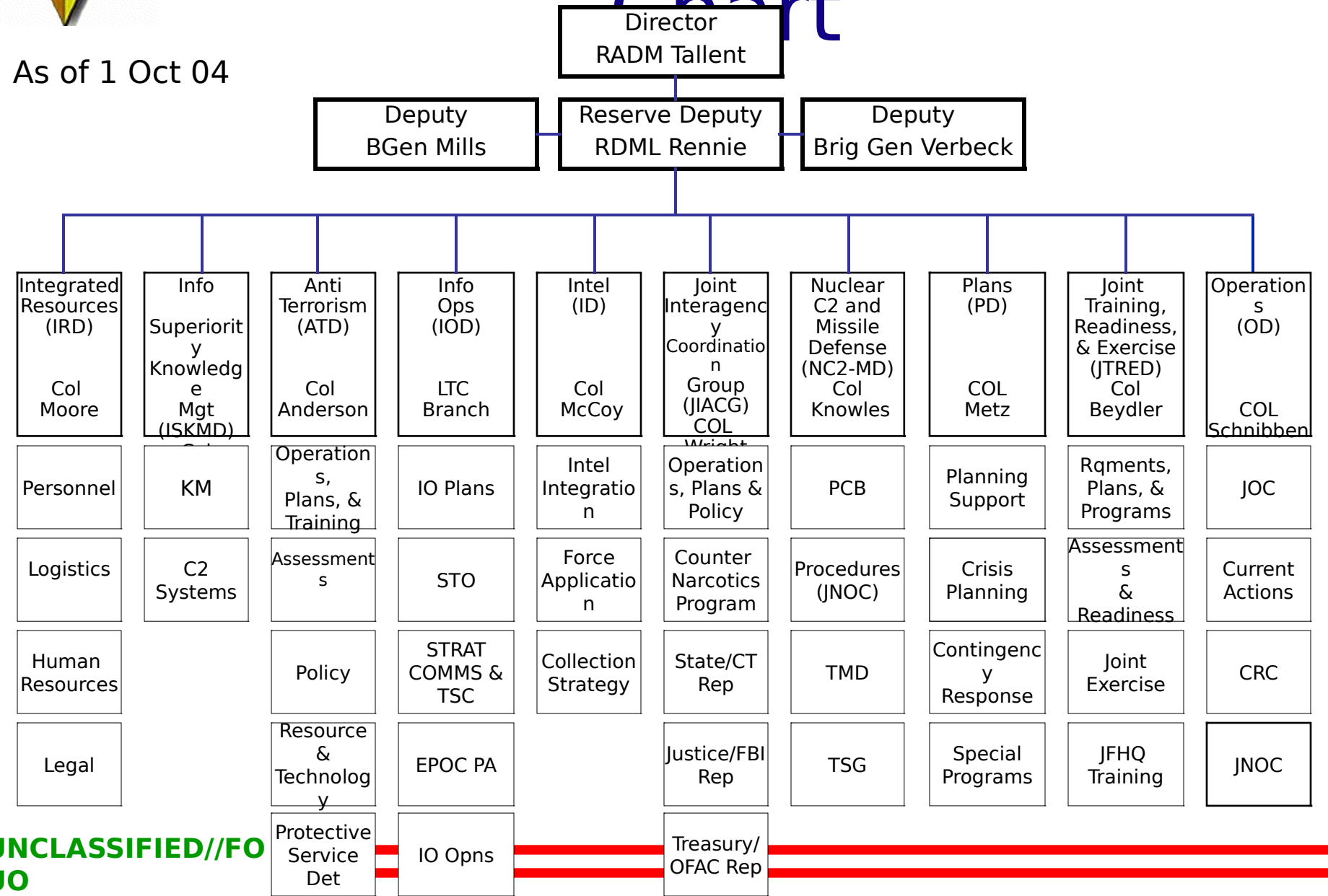
How We're Doing It?

The European Plans and Operations Center (EPOC)

- **Includes Joint Operations Center (JOC)**
- **Larger center of mass (220) to support multiple, simultaneous ops and training (bigger than the Core 58)**
- ***Operational Planning Teams (OPTs) key***
- **Integrating ONA WG, SOSA, other JFCOM recommended boards, b[illegible]c.**

EPOC Organization Chart

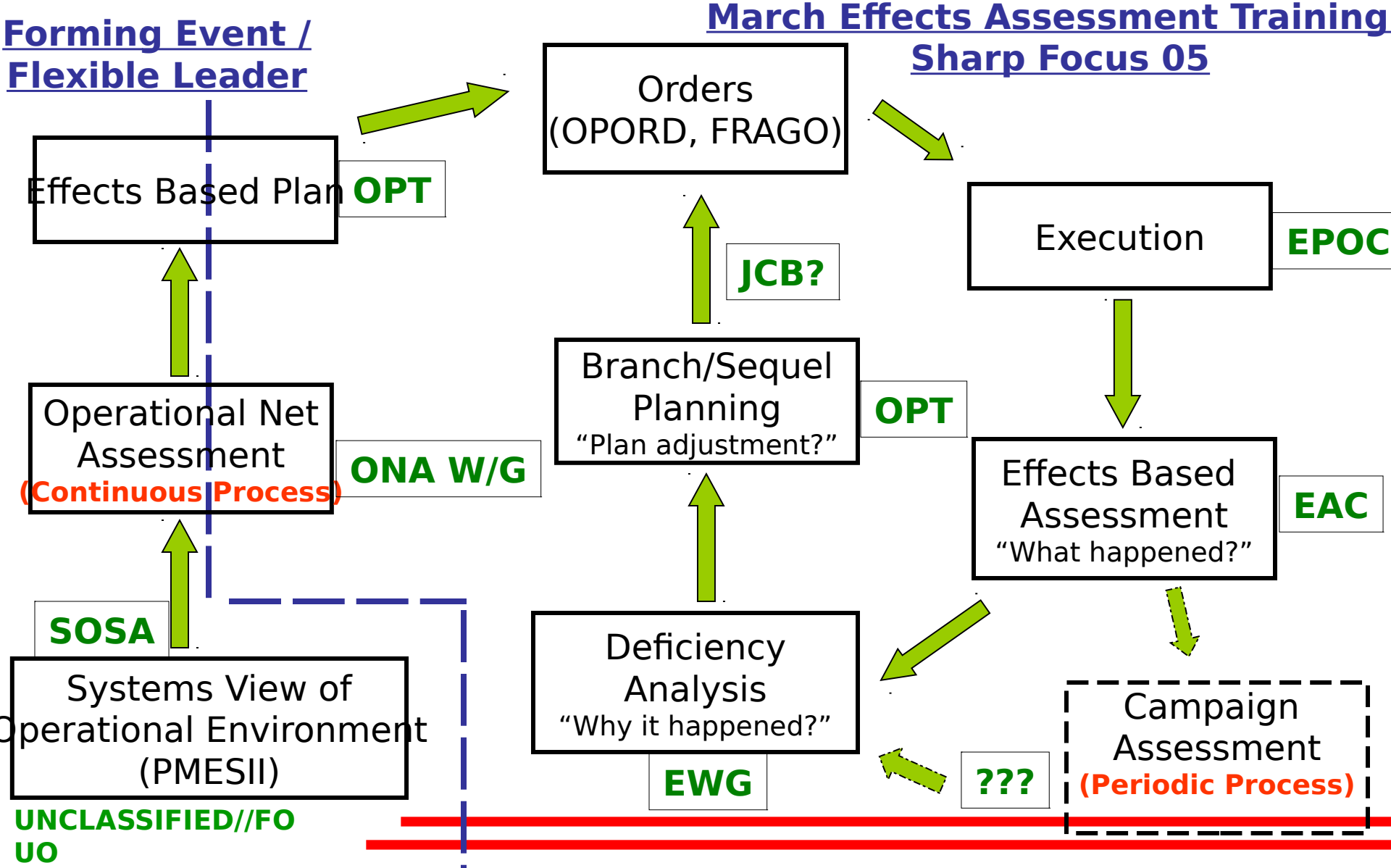
As of 1 Oct 04



An Effects Based Approach to Planning and Operations

…And Where We Are in the Process

March Effects Assessment Training
Sharp Focus 05



What it takes to do an ONA*

- ONA WG
- SoSA Team
- Blue-Red Cell (should parallel SOSA research)
- Effects Working Group (EWG)
- Effects Assessment Cell (EAC)

*These are JFCOM organizational titles; what MATTERS is the FUNCTION they perform, not what they are called.

Transformational processes directly involved in building and using the ONA

ONA Working Group (WG)

Convenes via face-to-face meetings and/or IWS

EPOC Core Membership

ONA Supervisor*
ONA Effects Planner
Effects Assessment Planner*
ONA Network Analyst
KM Officer for Info Superiority
Blue / Red Planner
Information Operations Supervisor*
IO Planners (2)*
Land Ops
Maritime Ops
Aerospace Ops
Special Ops Force (SOF) Ops
Logistics Ops
Fires/Target Ops
Planners (3) (1)*
Political / Military Planner
Logistics Coordinator*
Logistics Sustainment Planner
Force Protection Planner (TBM / WME)
System of Systems Analysts (6)

*** STO Billet**

Supporting Membership

EUCOM J2/J3/J5
JAC
JIACG
Component Reps
Department/Agencies

Products:
- **Updated ONA**
- **Revised E-N-A-R linkages**
- **Updated secondary and unintended effects**

Effects Based Approach

… Relies on Robust Knowledge Base/Collaboration

ONA Products: Purpose & Content

- **PMESII Summaries**
  - System behavior/capabilities
  - Inter-systems relationships
  - Strengths, Vulnerabilities
- **Red-Red and Red-Blue Views**
  - Goals / Objectives
  - Strategies / Intent
  - Constraints / Limitations
  - Means / Will
  - Vulnerabilities / Strengths
  - Comparative Advantage
- **Nodes and Links**
  - Key leverage points
- **Baseline Effects**
  - Sequencing
  - Achievability
  - Alternatives
- **Interagency (DIME) Actions**
  - What is being done?
  - What should be done?
  - What can be done?
- **Resource requirements**
  - Which agency, HQ, unit can and will do it?
- **Secondary/Unintended Effects**
  - What else is likely to happen?

Interactive, Adaptive Database:

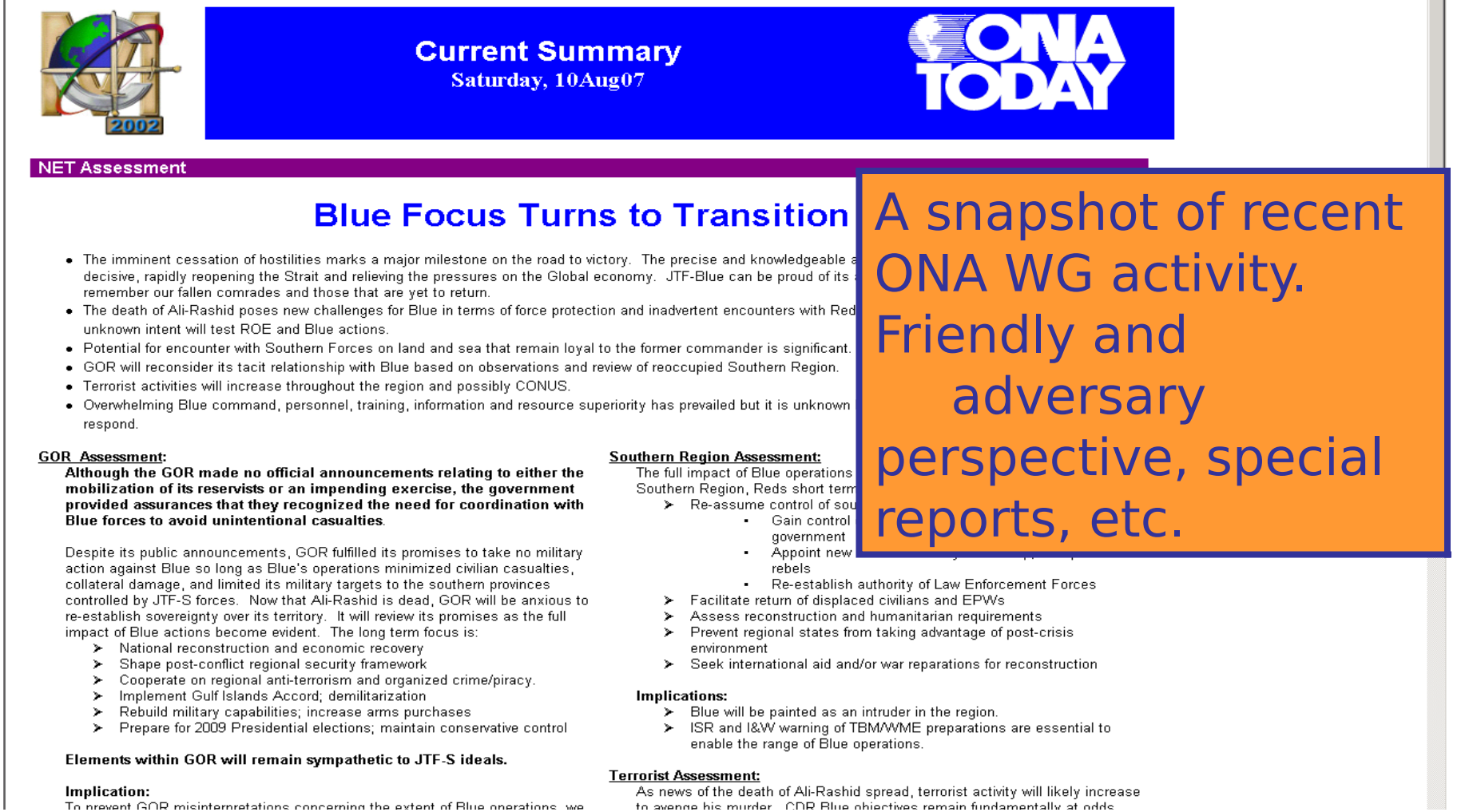
Effects – Nodes – Actions – Resource Linkages

ONA Decision Support Products

…Access via EUCOM CIE Portal on SPIRNET

- **"ONA Today"**
  - **For executive staff; current summary provides concise overview of key judgments resulting from ONA effort**
  - **Blue-Red overview of current situation, overall assessment of ongoing activities and ops**
- **ONA Matrix**
  - **Tailored selection of links to exec summaries/ref docs**
  - **Contains PMESII Summaries**
- **ONA Database and Planning Tool**
  - **Provides portal to Knowledge Database ("Analysis"), the Planning Tool ("Planning"), Graphic Layout Vis Tool (ONAGL) and user's guide**

ONA Database Tools: Sharepoint Portal Access: "The front page"



Current Summary
Saturday, 10Aug07

ONA TODAY

NET Assessment

Blue Focus Turns to Transition

- The imminent cessation of hostilities marks a major milestone on the road to victory. The precise and knowledgeable a decisive, rapidly reopening the Strait and relieving the pressures on the Global economy. JTF-Blue can be proud of its remember our fallen comrades and those that are yet to return.
- The death of Ali-Rashid poses new challenges for Blue in terms of force protection and inadvertent encounters with Red unknown intent will test ROE and Blue actions.
- Potential for encounter with Southern Forces on land and sea that remain loyal to the former commander is significant.
- GOR will reconsider its tacit relationship with Blue based on observations and review of reoccupied Southern Region.
- Terrorist activities will increase throughout the region and possibly CONUS.
- Overwhelming Blue command, personnel, training, information and resource superiority has prevailed but it is unknown respond.

GOR Assessment:

Although the GOR made no official announcements relating to either the mobilization of its reservists or an impending exercise, the government provided assurances that they recognized the need for coordination with Blue forces to avoid unintentional casualties.

Despite its public announcements, GOR fulfilled its promises to take no military action against Blue so long as Blue's operations minimized civilian casualties, collateral damage, and limited its military targets to the southern provinces controlled by JTF-S forces. Now that Ali-Rashid is dead, GOR will be anxious to re-establish sovereignty over its territory. It will review its promises as the full impact of Blue actions become evident. The long term focus is:

- National reconstruction and economic recovery
- Shape post-conflict regional security framework
- Cooperate on regional anti-terrorism and organized crime/piracy.
- Implement Gulf Islands Accord; demilitarization
- Rebuild military capabilities; increase arms purchases
- Prepare for 2009 Presidential elections; maintain conservative control

Elements within GOR will remain sympathetic to JTF-S ideals.

Implication:

To prevent GOR misinterpretations concerning the extent of Blue operations, we

Southern Region Assessment:

The full impact of Blue operations
Southern Region, Reds short term

- Re-assume control of sou
  - Gain control government
  - Appoint new rebels
  - Re-establish authority of Law Enforcement Forces
- Facilitate return of displaced civilians and EPWs
- Assess reconstruction and humanitarian requirements
- Prevent regional states from taking advantage of post-crisis environment
- Seek international aid and/or war reparations for reconstruction

Implications:

- Blue will be painted as an intruder in the region.
- ISR and I&W warning of TBM/WME preparations are essential to enable the range of Blue operations.

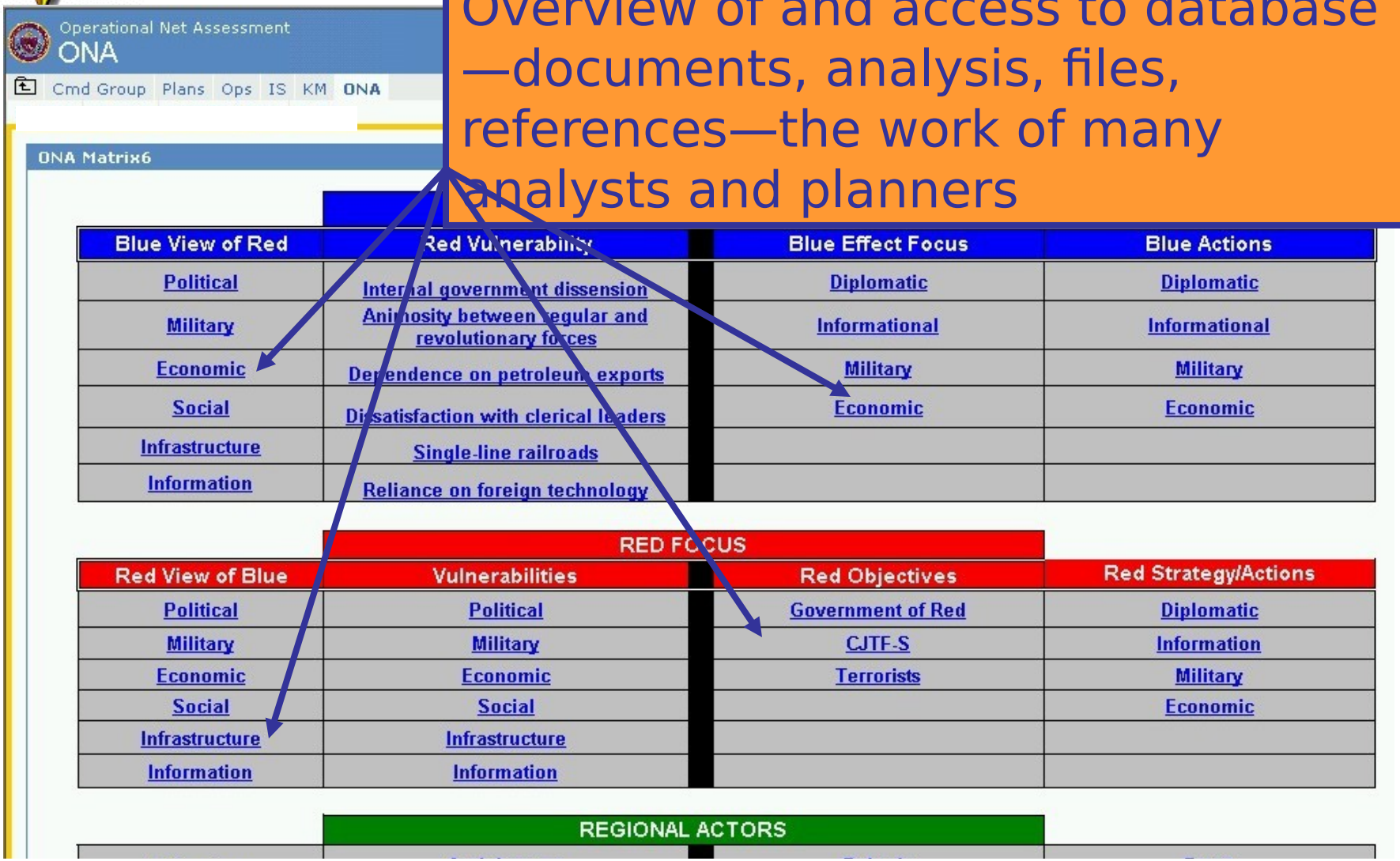
Terrorist Assessment:

As news of the death of Ali-Rashid spread, terrorist activity will likely increase to avenge his murder. CDR Blue objectives remain fundamentally at odds

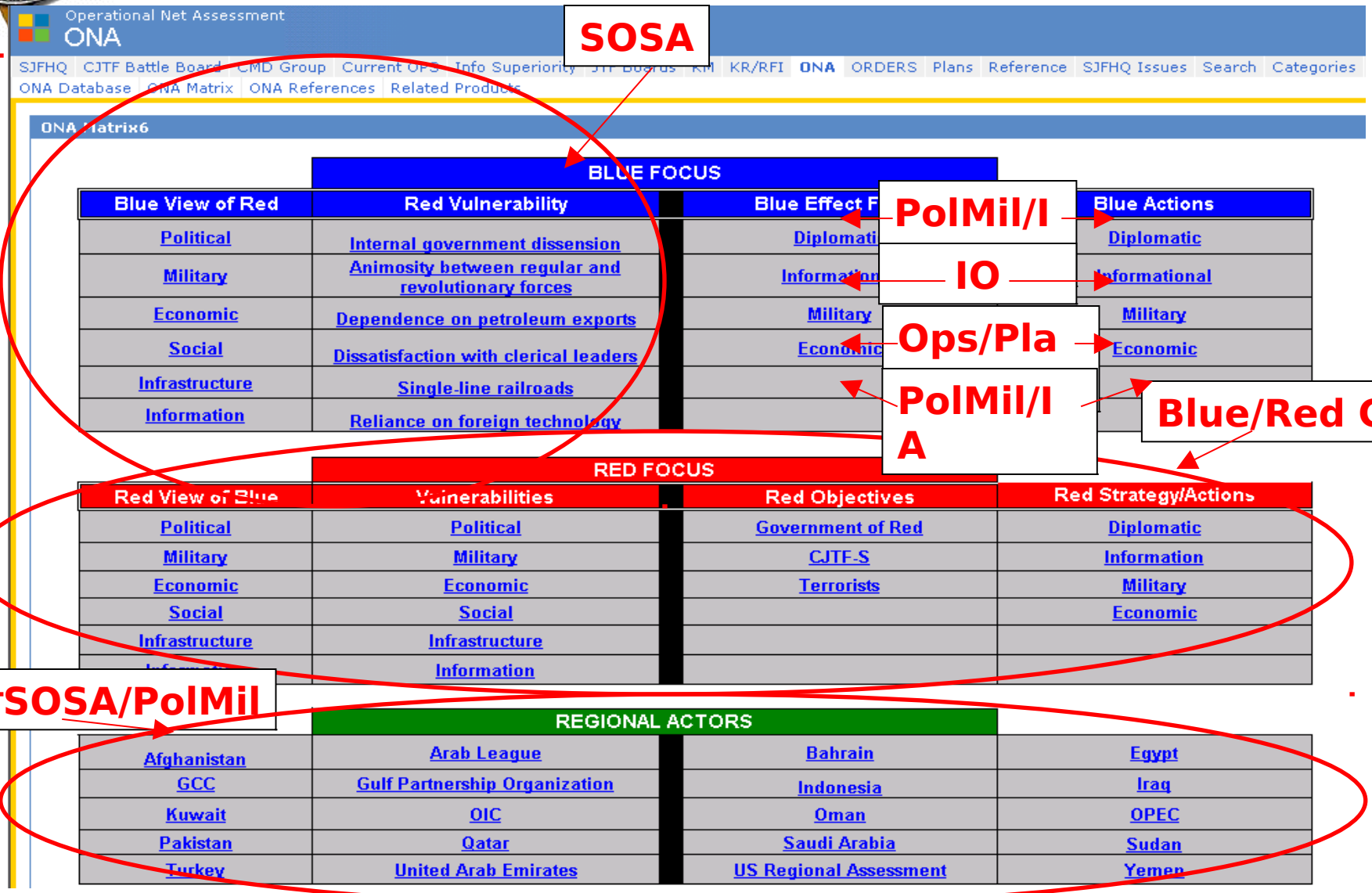
A snapshot of recent ONA WG activity. Friendly and adversary perspective, special reports, etc.

ONA Database Tools: The ONA "Matrix"

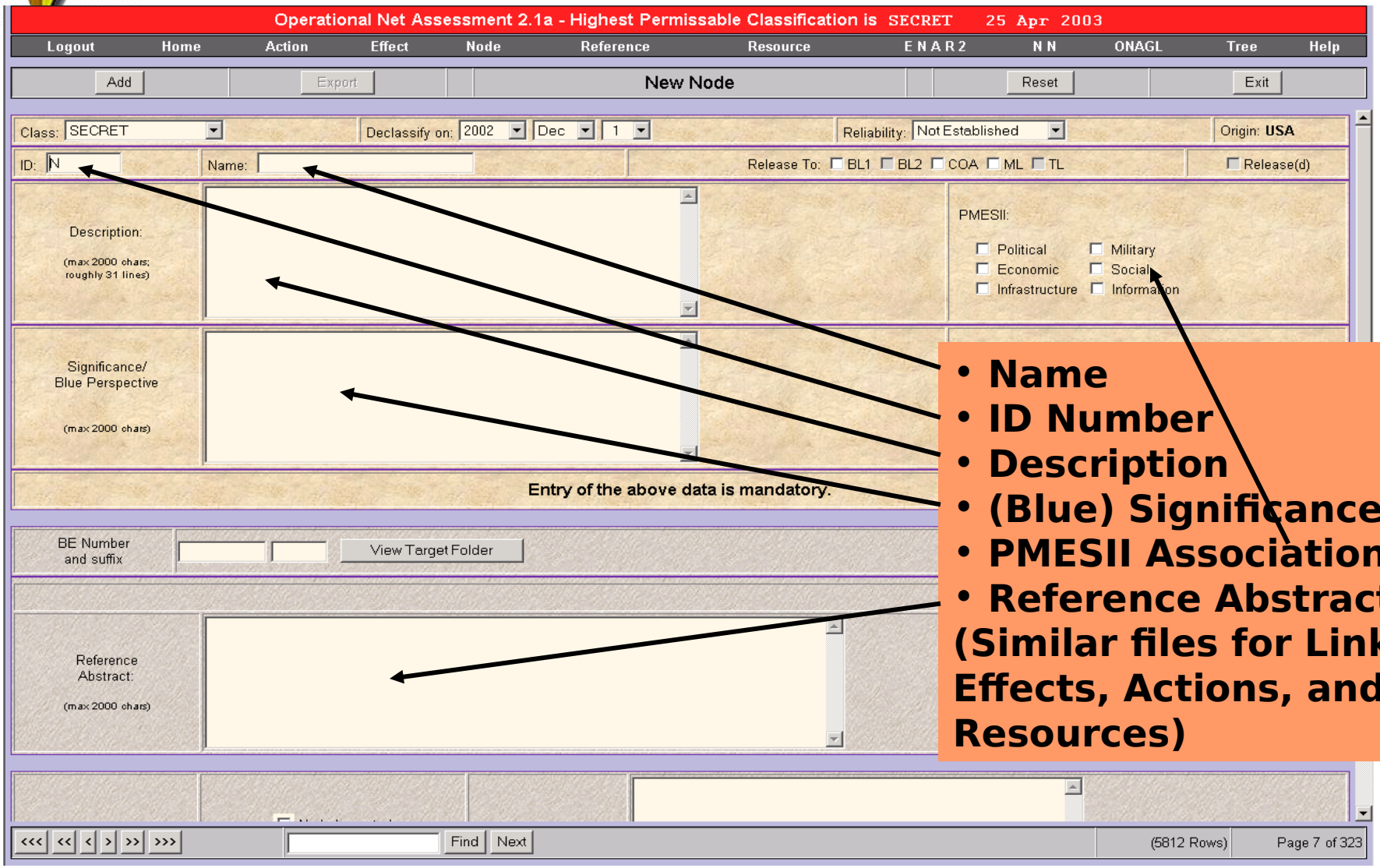
Overview of and access to database—documents, analysis, files, references—the work of many analysts and planners



Who builds the ONA Matrix?



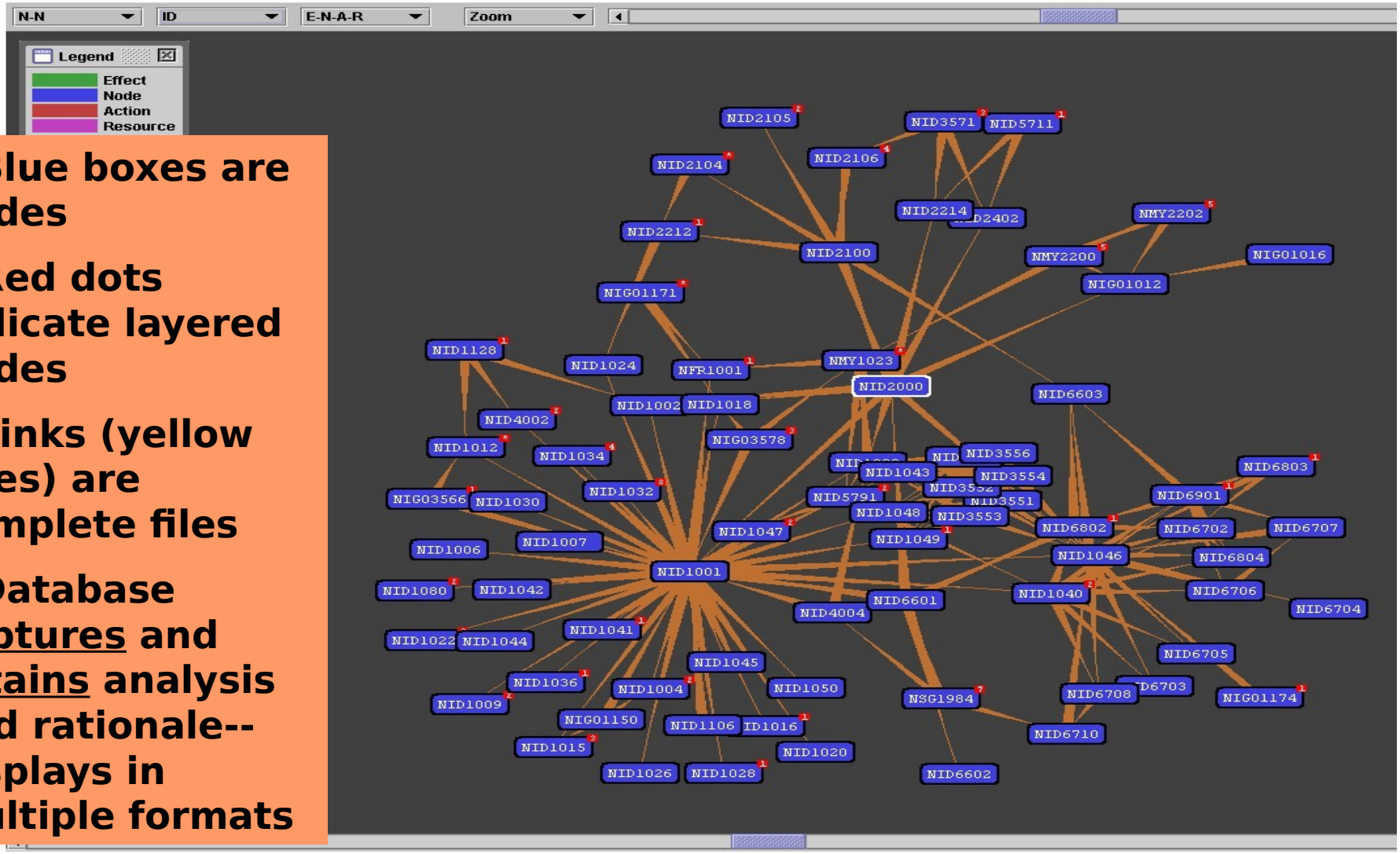
ONA Database Tools: Entering New Nodes



- **Name**
- **ID Number**
- **Description**
- **(Blue) Significance**
- **PMESII Associations**
- **Reference Abstract**

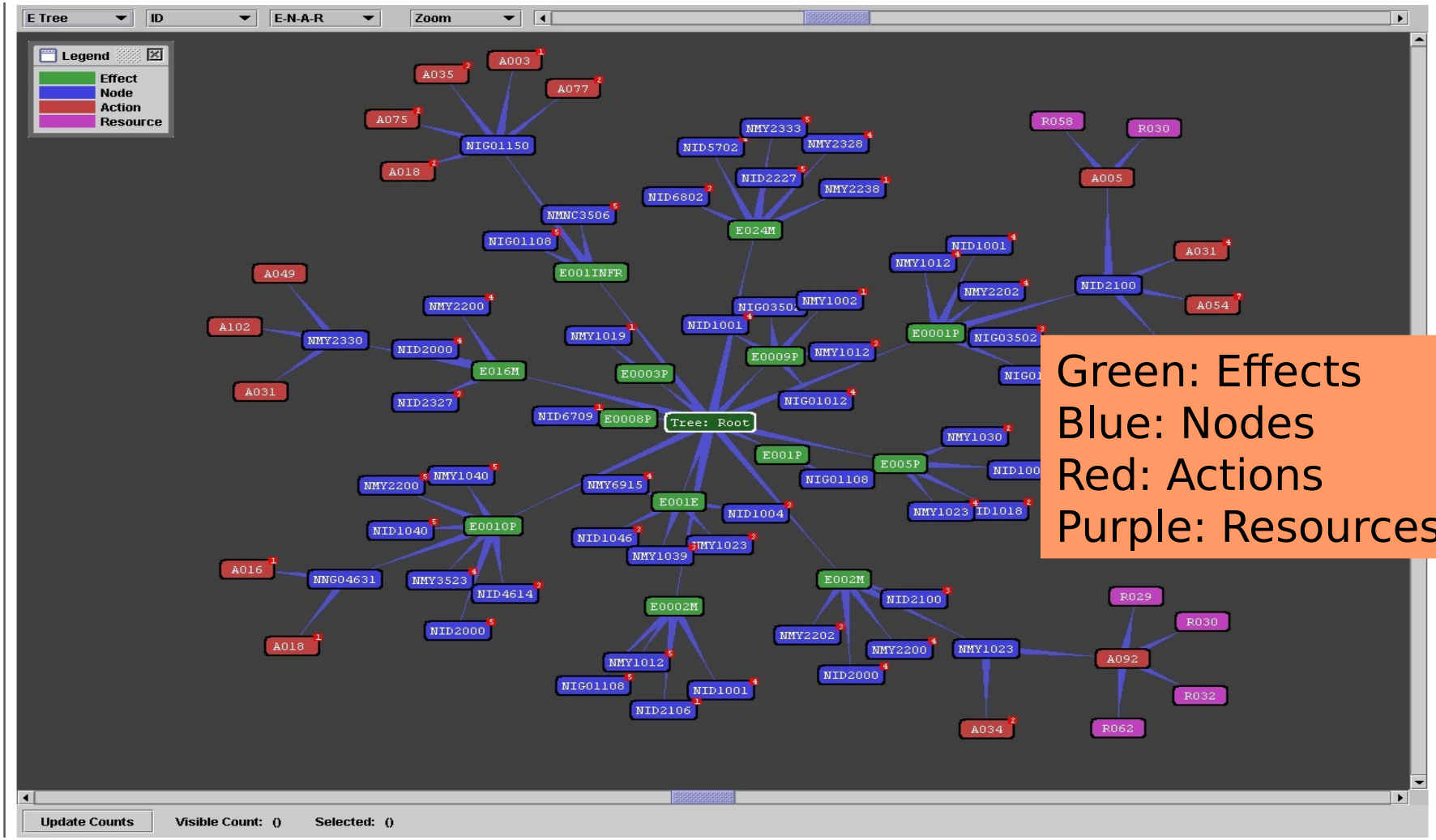
(Similar files for Links, Effects, Actions, and Resources)

ONA Database Tools: Linked Node-to-Node "Spider Chart"



- **Blue boxes are nodes**
- **Red dots indicate layered nodes**
- **Links (yellow lines) are complete files**
- **Database <u>captures</u> and <u>retains</u> analysis and rationale--displays in multiple formats**

ONA Database Tools: Linked Nodes, Effects, Actions, Resources



Green: Effects
Blue: Nodes
Red: Actions
Purple: Resources

Next Step and Way Ahead

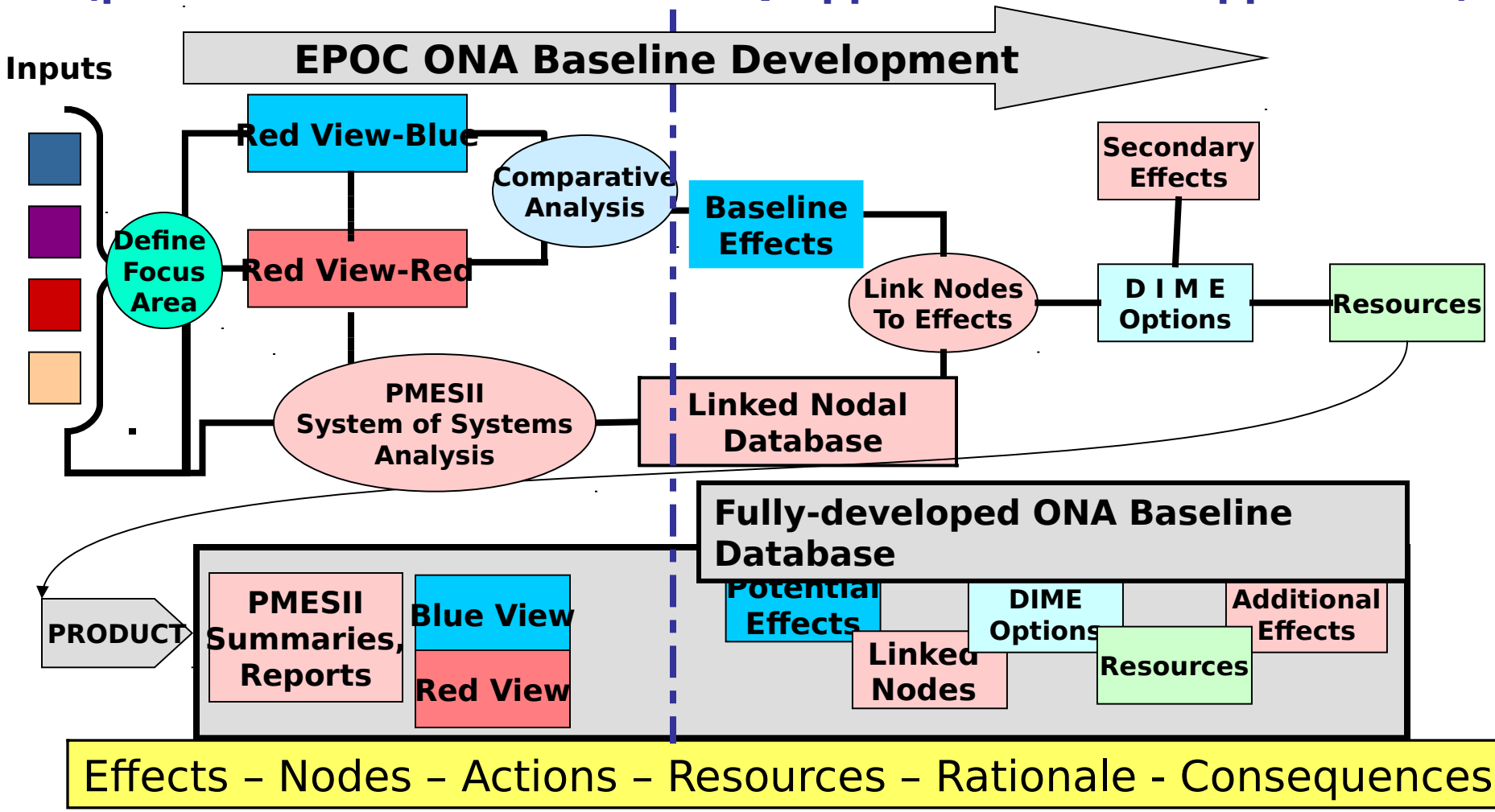
- JFCOM sponsored Effects Assessment Training, 21-24 Mar 05
- Sharp Focus Exercise, 16-26 May 05
  - Execution of Flexible Leader PLANORD
  - Focus on Effects Assessment
- Evaluation of SJTFHQs tools/concepts
  - What to integrate into EPOC construct, tailor to EUCOM theater
  - “Keepers” are unfunded

Back-up Slides

ONA Baseline Process

Develop Knowledge Portal (products external to database)

Develop Knowledge Base (supports database applications)



ONA Planning Tasks

Lead: ONA Supervisor and Working Group

- Establish the Knowledge Portal
- Monitor, guide SoSA research, PMESII summary development, nodal selection and linkage
- Monitor, support effects development
- Build baseline ONA by linking nodes to effects
- Identify D-I-M-E actions and predict secondary effects
- Apply resources to E-N-A links (presumptive agency or component command responsibility)
- Continually update ONA Knowledge Portal and Base (PMESII summaries, Blue-Red analysis, strengths & weaknesses, special reports, the nodal database)
- Support the formal planning process

ONA WG is cross-functional, meets collaboratively, builds the baseline ONA

System of Systems Analysis

- Fuses multiple expert analyses of Focus Area PMESII systems
  - Complements, does not duplicate other work
- Continual and collaborative process
  - Requires leadership emphasis to establish and maintain CIE relationships
- Searches for actionable knowledge
  - Comprehensive and holistic view of potential adversary, international/regional entities and interests that affect adversary
  - Self-directing, but can be steered by planning priorities, military objectives, Center of Gravity analysis, etc.
- Basic product: Key Nodes (leverage points) that may be influenced to produce a desired effect

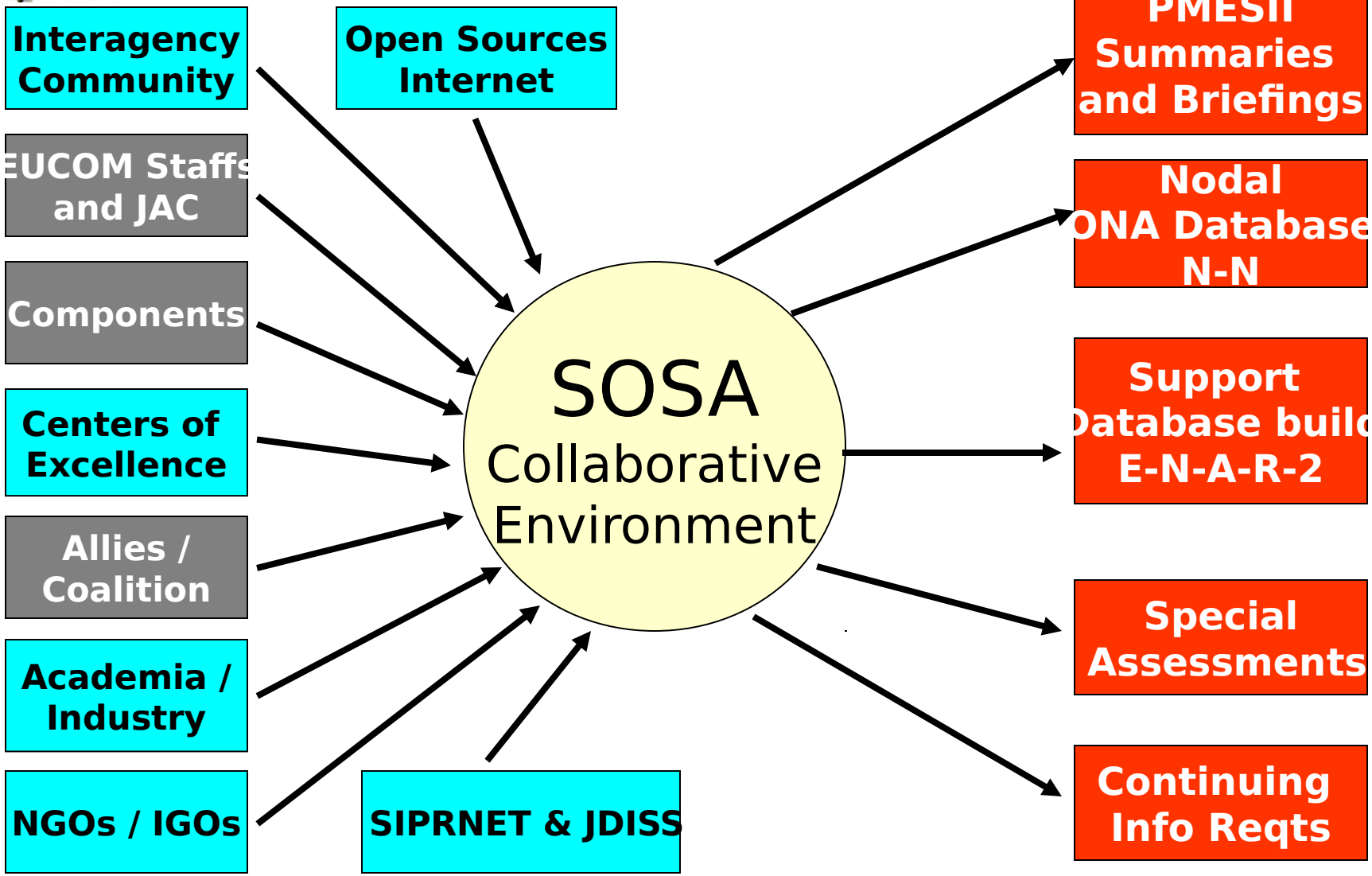
Provides "Blue" knowledge base for ONA process

EUCOM System of Systems Analysis (SOSA) Team

Mission: Support EPOC Operational Net Assessment. Conduct PMESII research and integrated analysis of a specific Focus Area. Build nodal ONA Baseline Database. Assist with database use for crisis management and planning:

- **P**olitical Analyst — Pat Ganne
- **M**ilitary Analyst — Gary Dickmeyer
- **E**conomic Analyst — Ralph Fermoselle
- **S**ocial Analyst (Team Leader) — Rick Kuenning
- **I**nfrastructure Analyst — Alison Jameson
- **I**nformation Analyst — Jim Barber

SOSA Sources and Products: Collaboration

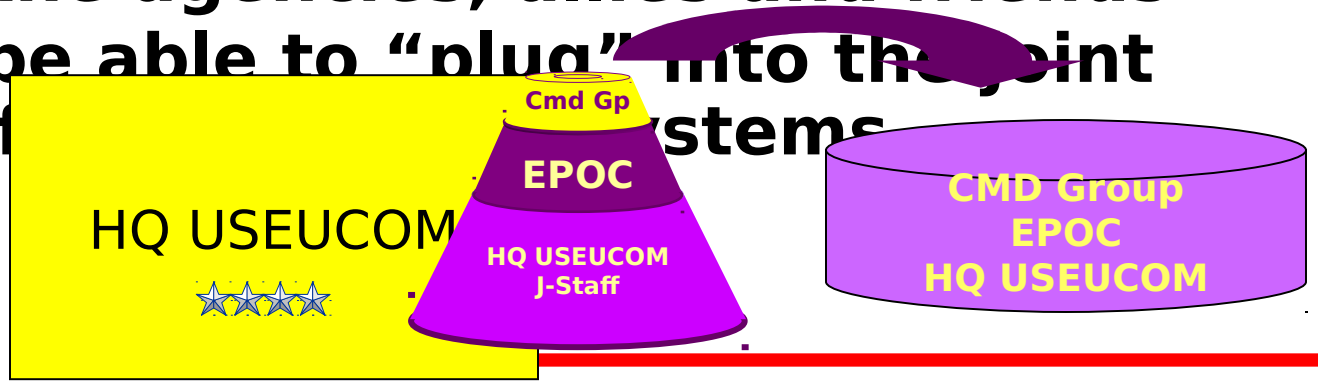


ONA is designed to:

- **Fix JTF problem: Offers a pre-crisis "situational understanding" of Focus Area to support EBP/EBO**
- **Capitalize on US/DoD "info- & techno-superiority": Multi-source PMESII analysis captured on dedicated server, with specific interactive and adaptive software**
- **Engage Interagency Community: Allows for pre-crisis coordination to capture concerns, issues and options**
- **Empower Combatant Command: Develop focused TSC, interagency cooperation for *crisis prevention*, and, if necessary, operational options**

Why Change?

- **Need to reduce the cost of information. *Flatten* the organization.**
- **Need *instant "spin up"* capability. Rapid response to events that occur with little or no warning**
- **Need a *flexible,* reliable and effective command & control architecture**
- **To bring the power of all USG to bear, must communicate and coordinate with all of the agencies, allies and friends**
- **Must be able to "plug" into the joint battlef stems**



How Does it Work?

- **Stripped Ops functions from J codes and brought under one roof (EPOC). Organized into 10 divisions to provide structure and administrative support.**
- **Daily job for most is as a member of an Operational Planning Team (Squadron/strike team in USN) or support of one.**
- **Planning uses the latest CIE technology and process (IWS, ONA, etc)**
- **Relies on JFCOM doctrine, organization, training, materiel**
- **Common C4ISR Architecture**

Alignment

TRADITIONAL

- **Vertical J code stove-pipes**
- **Functional expertise dispersed**
- **Hierarchical decision-making**
- **Ad hoc planning teams**
- **Gaps between campaign planning, crisis planning, current ops (J5 – J3)**
- **Cold War plans and ops processes**
- **Interagency often an after-thought**
- **Ad hoc support to JTFs**

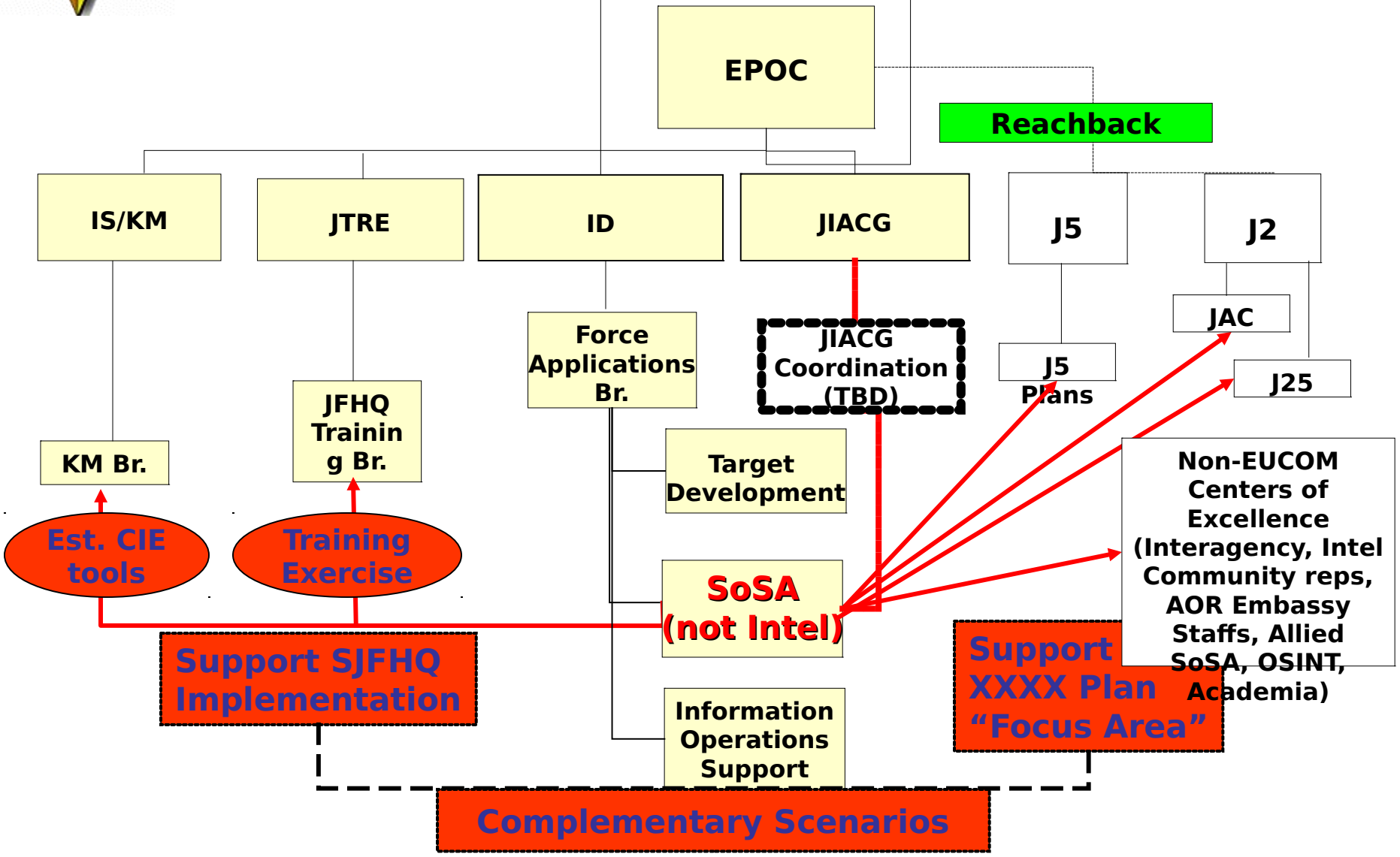
EPOC

- **Horizontal integration**
- **Integrated expertise**
- **Flattened structure**
- **Standing teams**
- **All work for same 2-star; smoother hand-offs**
- **Empowered with modern processes (CIE, ONA, OPT)**
- **JIACG integrated with plans and ops**
- **Standing support to JTFs**

EPOC Mission Statement

The USEUCOM Plans and Operations Center, through a continuous synchronized interagency effort, conducts theater-wide operations, anticipates potential crisis situations, identifies effects-based solutions, and plans and directs multiple simultaneous or sequential operations in support of U.S. National policy and strategic objectives.

Staff Location and Links, Dual Mission (EPOC/ID-FA-SoSA)



SHARP FOCUS 05 - STAFFEX Execution Timeline

- HQ USEUCOM is the training audience (assessment of Effects-Based Operations)
- Continuation of FL05 Scenario
- SF05 Forming Event, 21-24 Mar 05
  - Effects-Based Operations
  - Effect-Based Assessment
  - Assessment Tools
- CFAST Training Feb 05

JECG established / COMMEX, prepares for Vignette 1

160900L WNN Video at JCB, 171600L IWS Way Ahead Brief

Interagency Focus, International Politics Theme

JECG Finalizes Vignette 2, STO Briefs as required

190900L WNN Video at JCB, 201600L IWS Way Ahead Brief

JFMCC / MEB Focus, Militia Attacks

JECG Finalizes Vignette 3

Training Audience Off / JECG FAAR Prep, as required

230900L WNN Video at JCB, 241600L IWS Way Ahead Brief

JFLCC Focus, Logistics Build-Up Theme

251000L Ph4 IA Considerations - IWS, 251500L

Redeploy for 4-Day Weekend

Draft

As of 17 Feb 05

Date - May 05	15	16	17	18	19	20	21	22	23	24	25	26
Exercise Day	1	2	3	4	5	6	7	8	9	10	11	12
Day of Week	*Su*	*M*	*T*	*W*	*Th*	*F*	*S*	*Su*	*M*	*T*	*W*	*Th*
Execution Day	Off	**1**	**2**	-	**3**	**4**	Off	Off	**5**	**6**	7	8
C-Day		10	11		41	4			94	95	9	
D-Day					21	2			74	75	7	
Exercise Date	5 Dec	6 Dec	7 Dec	29 Dec	6 Jan	7 Jan	-	-	28 Feb	1 Mar	2 Mar	-
		Phase 1 Vignette			Phase 2 Vignette				Phase 3 Vignette			

- Small JECG similar in size / composition to MSEL Conference
- 3 vignettes (OPORD Phase 1, 2, 3), info available on portal
  - WNN Videos
  - Light Weight COP
  - Phase IV info built into all vignettes
  - Result in Phase

IWS Exercise Brief 12 May, 1600L Weekly Tng

OPORD Phases: Phase 1 Deter-Engage C to C+13, Phase 2 Crisis Intervention C+13 to C+50 (D+30) Phase 3 Secure the Environment D+30 to D+90, Phase 4 Transition D+90 to D+180

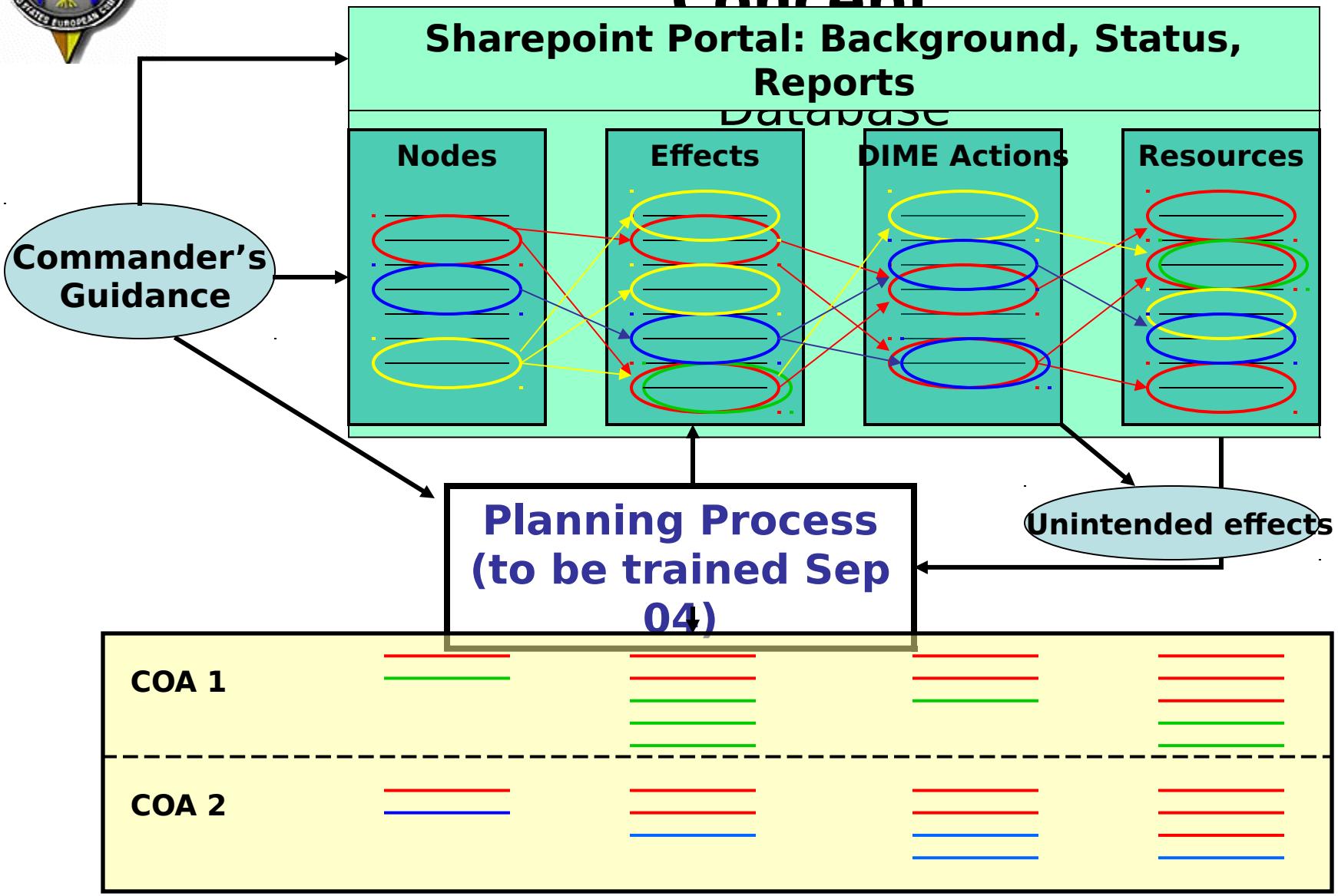
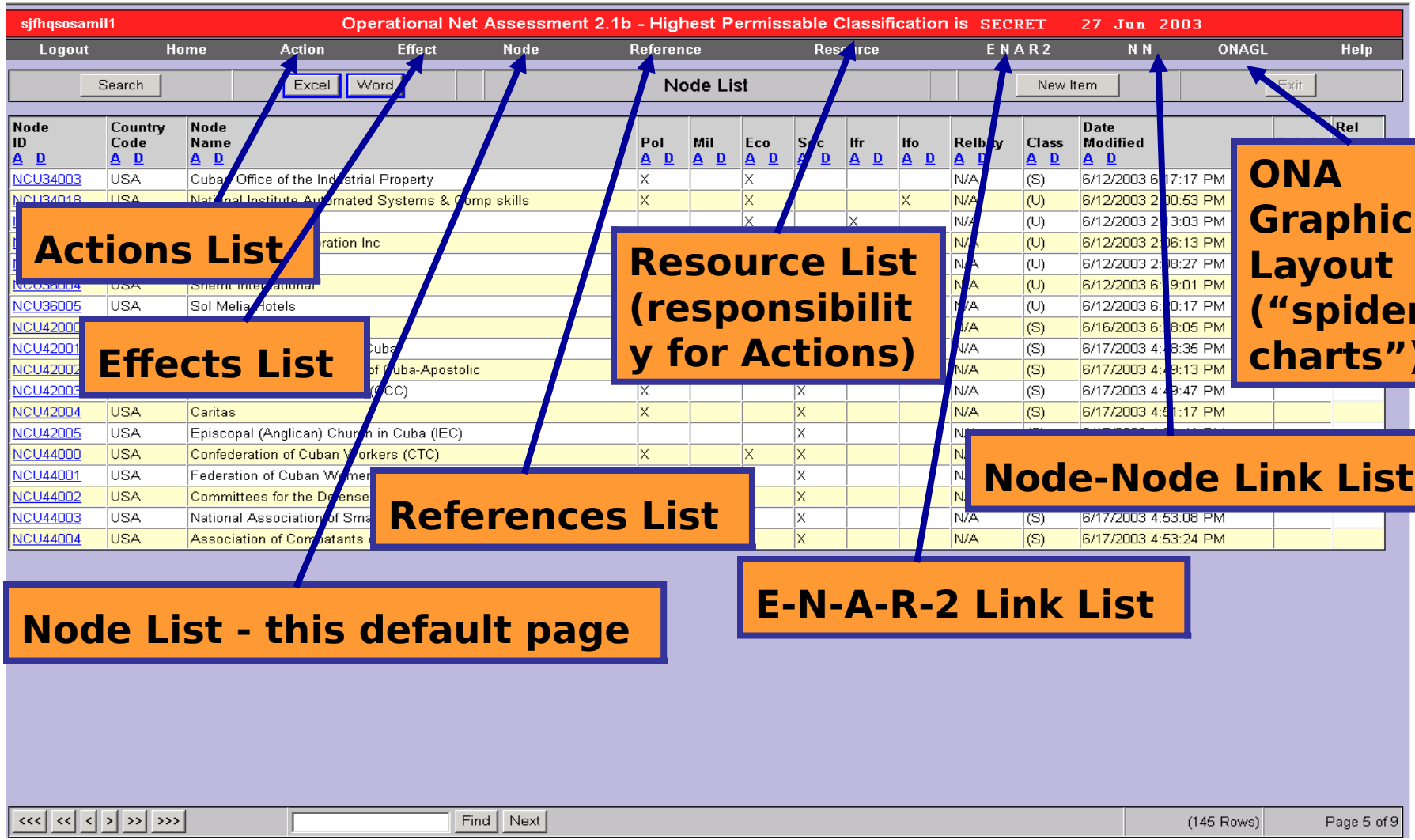
Summary

What's (potentially) different about ONA?

- Continuous process begun long before crisis develops
- Collaboration among Subject Matter Experts: EUCOM, Interagency, Academia, Industry—"Centers of Excellence"
- Holistic characterization of the adversary
- Comprehensive, fully integrated plans, operations, and information analysis process
- Pre-Analyzed database links:
  Effect – Node – Action – Resource - Secondary Effects
- Database designed for rapid application and adaptation by planners and operators … not just more information
- Integrates all elements of national power – DIME
- Complements--does not replace--other products: JIPB, MIDB, estimates, country studies, etc.

ONA is a plans / ops tool, not an intelligence product

ONA DB Architecture Concept



Analysis Toolbar